

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

**BMO2034 – MANAGING ORGANISATIONAL
BEHAVIOUR**
(All Sections/Groups)

6 MARCH 2020

9:00am – 11:00am
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **TWO (2)** pages with 1 section.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

You are the manager of a software design firm that develops software projects using teams of specialists. One of your most successful teams has been together for nearly 5 years. In the past, this team has performed effectively, and you have been very satisfied with the team's output. Recently, however, you have noticed a marked decrease in the team's performance. You investigate to determine the problem. After interviewing all 7 team members, you determine that one of the team members performs routine administrative tasks that are rarely visible to any of the other team members. You suspect that this team member may be loafing off and lagging in his duties.

- a) How would you improve the situation?
(5 marks)
- b) During an interview with one team member, you learn that several members of the team have had conflicts regarding the content of a task to which the team was recently assigned. Are these conflicts likely to be reducing the group's productivity?
(5 marks)
- c) After resolving those conflicts, you have decided that following expectancy theory would be the best way to motivate the team member. Discuss.
(15 marks)

(Total = 25 marks)

QUESTION 2

- a) Describe impression management (IM) techniques and the **FOUR (4)** impacts they have on interview success.
(15 marks)
- b) Sabrina and Andrew are both managers at PC House Sdn Bhd, a large accounting firm. Each has a very different management style. Sabrina is very outgoing and constantly checking on her subordinates to see if there is any way she can help them to complete their projects. She also brings in fresh flowers for the lunchroom weekly and always remembers everyone's birthday. Andrew is much more introverted and communicates with his subordinates mainly through email, and he has his subordinates submit daily reports on their progress towards the weekly goals he has assigned them. Compare and contrast both Sabrina and Andrew's leadership style.
(10 marks)

(Total =25 marks)

Continued

QUESTION 3

Elisa is upset with her supervisor because she was denied her request vacation days, which were given to another worker. She is experiencing a very low level of job satisfaction, but cannot afford to quit her job.

- a) Describe **THREE (3)** negative, passive responses that Elisa might take due to her dissatisfaction. (12 marks)
- b) Imagine that her manager actively catches her in a manifestation of workplace deviance. Predict the outcome of Elisa's behaviour. (6 marks)
- c) Propose the solution for her manager to take to resolve this problem. (7 marks)

(Total = 25 marks)

QUESTION 4

- a) A consumer products company wants more creativity in its research and development operations. The company has spent large amounts of money on creativity training sessions that have helped somewhat, but the Director of Research and Development believes that the fundamental conditions must be altered to foster more creativity.

Describe **THREE (3)** conditions (other than training) that this organisation should establish to increase the level of creativity in its research and development operations. Briefly explain how each condition might improve creativity.

(12 marks)

- b) David got a job transfer from Malaysia to Japan. Discuss how he can develop a global mindset. How can an organisation help this process? (13 marks)

(Total = 25 marks)

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